

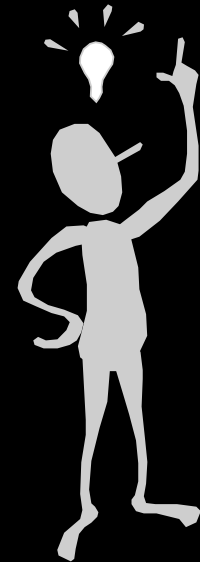
Safe Work Culture



A Continuum E+T Seminar ®

What is a Culture-based Approach to Safety

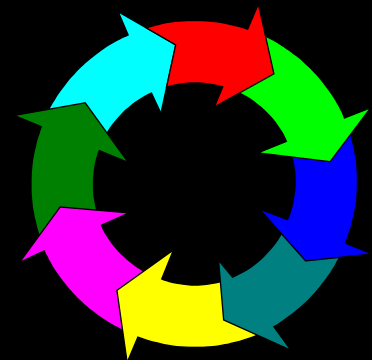
- A set of assumptions, benefits, and beliefs about reality
 - The way we make decisions, feel, think, and act
 - An attitude developed over time
 - Based upon learning
 - Personal experiences
 - Beliefs
 - Upbringing



Safe Work Culture Ideals

Principles

- Every incident can be avoided
- No job is worth getting hurt for
- Every job will be done safely
- Accidents/incidents can be managed
- Safety is everyone's responsibility



Safe Work Culture Ideals

Accountability

- Safety standards
 - Define various safe procedures and management practices
- Training
 - Everyone understands and meets requirements



Safe Work Culture Needs

- Audits - Conformance Appraisals
 - Evaluates implementation of the programs
- Investigations
 - Used to detect problems in the implementation of responsibilities, standards, training, and auditing
- Involvement
 - Builds ownership



SWC Benefits

- Improved morale - team building
- Increased productivity
- Reduced accidents and injuries
- Unsafe behavior stands out and is unacceptable
- Safe work is influenced through peer pressure
- Improved communication channels

Changing the Culture

- From the ground-up
- From the top-Down
- Support systems for both directions

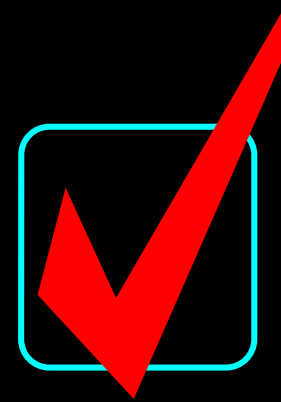


Safety Principles

- Working safely is a condition of employment
- Each employee is expected to give consideration to the prevention of injury to self and to coworkers
- Involvement and thinking of all people in the safety process is valued and expected
- Continual improvement is the goal
- Individual and teams must be recognized for their adherence to and advancement of safety

SWC Components

- Management Commitment
- Policy Statement - Vision
- Program Goals
- Employee Recognition
- Employee Training
- Hazard Analysis/Correction



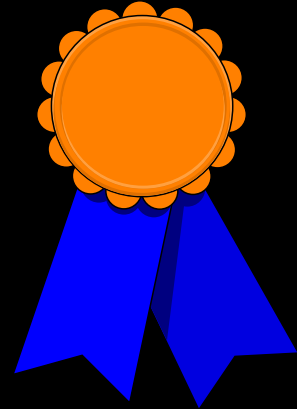
Accountability

- An action taken to develop self-control, character, orderliness, and efficiency
- Exercise strict control to enforce a system of rules/procedures
- Goal is to invoke desired change
 - Intervention
 - Positive Reinforcement
 - Action



Accountability

- Keys to success
- Consistency
- Approach with best interests of employees
- Remind employees of external effects of incidents



Intervention

Accomplishes several objectives

- Stops unsafe acts before they lead to an incident
- Replaces unsafe behavior with safe habits
- Helps employees make better choices about working safely

Intervention

Employees

- Acknowledge unsafe behaviors
- Point out unsafe behaviors
- Understands the risks
- Understands benefits of working safely
- Agrees that unsafe behaviors are not worth the consequences
- Suggest proper safe behaviors
- Agree to a formal contract for improvement

Reinforcement

Reinforcing safe work habits

- Employees repeat behaviors that result in positive consequences
- Reward of safe behavior
 - Verbal Acknowledgment
 - Public Praise
 - Material Awards



Culture Change

- Defining and communicating the need for change
- Employee Participation
- Envisioning a Desired Result
- Assessment and Feedback
- Strategic Planning
- Implementation
- Evaluation, Control, and Measurement
- Worksite Analysis
- Training

Systems Needed to Support a Safe Work Culture

- Technology
 - Is safety engineered to the full potential?
- Structure
 - Is the structure of the H&S department designed to support desired behaviors?
 - Are the policies and procedures packaged in a manner that supports the new safety culture?
- Social Processes
 - Develop trust, open communication, and employee participation

Systems Needed to Support a Safe Work Culture

- Rewards
 - Are desired behaviors rewarded?
 - Do employees understand how to earn the rewards?
- Measurement System
 - Are you measuring the safety process or just the end results?
 - Are your measurements tied to the reward system?

Supervisor Characteristics in a SWC

- Task planning
- Education of direct reports
- Enforcement
- Leadership by example
- A clear communicator



Employee Characteristics in a SWC

- Participate in program
- Report unsafe conditions/acts
- Shared vision



Contractor Characteristics in a SWC

- Screened and selected
- Viewed as partners
- Performance is measured
- Established accountabilities
- Must fit/accept the culture requirements

Signs of a Culture Change

- True management commitment
- Reduced injury rates
- Changes in employees attitudes to safety
- Heightened participation by employees
- Near miss reporting increase
- More conversations regarding safety

Culture Change

- Management must define and communicate the need for change
 - Why the change must occur
 - Benefits from the change in safety culture

